

2021 | THE WELL COMMUNITY DEVELOPMENT CORPORATION

COMMUNITY IMPACT REPORT



THEWELLAKRON.COM

MISSION

To invest in people through the built environment

VISION

As investment made in Middlebury becomes actualized in the neighborhood, The Well CDC will continue to focus on encouraging a thriving community where our built environment reflects consideration of the moral imperative.



RESTORING HOUSING

Developing a healthy housing pipeline that provides residents the power to choose the type of housing that fits their current context and future aspirations. Our long-term goal is to increase home ownership from 22% to 78%.



CREATING ECONOMY

Encouraging the adaptive reuse of our current assets to support entrepreneurship, career development, and engagement with anchor institutions. Our long-term goal is to reduce the unemployment rate from 15% to 5%.



SUPPORTING PLACE

Connecting people to the place they live and each other through the built environment. Our long-term goal is to decrease the student mobility rate from 32% to 9%.

LETTER FROM THE WELL CDC

Dear Friend,

Now, more than ever, we are collectively discussing systemic solutions to the world's largest issues. In 2021, we have been reminded how historic decisions have impacted our country, cities, neighborhoods, and communities. We have been asked to thoroughly consider how our current decisions will do the same.

The tapestry we walk past, drive through, or sit in everyday shapes us. The house we live in and the place we lay our head at night provide us with a sense, or lack thereof, of safety and stability. The environment in which we exist impacts our mental, emotional, and spiritual wellbeing. Therefore, The Well CDC invests in people through the built environment.

The Well CDC fights to encourage a tapestry that speaks to the worth, value, and dignity that every human deserves. We believe that building stability within a family or community starts with building places we can all be proud to call home. As Majora Carter says, families “you shouldn't have to leave your neighborhood to live in a better one.”

Our efforts to Restore Housing, Create Economy, and Support Place exist to inspire new models of equitable development that address broken systems. We are grateful that you have chosen to partner with us in our fight for equity in one of Akron's most disinvested neighborhoods.

Sincerely,



Zac Kohl
Executive Director



Ann Durr
Chairperson of the Board

RESTORING HOUSING

In January 2018, we set an audacious goal – to purchase 60 homes in 60 months. We did it a year ahead of schedule! More importantly, 48 families have been afforded secure and stable housing.



RESTORING HOUSING

In 2021, we...

- Purchased 7 residential properties
- Renovated 13 units
- Provided housing for 18 families
- Sold 2 homes
- 1,362 volunteer hours from individuals and groups, including Archbishop Hoban High School, Connect Church, Goodyear, H2O Church, Rotary Club, University of Akron- Construction Management Association of America Student Chapter, and Wadsworth Chapel
- Completed a 5-8 year In-Fill Housing Plan for the Middlebury Neighborhood that focuses on single-family and Missing Middle housing

PARTNERSHIPS

City of Akron, Summit County, Summit County Land Bank, Ralph Jones - RJ Construction, Marian Macavei - Cleanz Ohio Services LLC, Jacob Goudy - Preferred Drain and Plumbing, Derrick Lockhart - Lockhart Contracting LLC, John Keenum - Keenum Custom Countertops, Lowe's

LOOKING FORWARD TO 2022

Our journey in reimagining affordable housing will continue in 2022 as we support the acquisition and rehabilitation of the City's oldest housing stock. Additionally, the Middlebury neighborhood will see the construction of new single-family and Missing Middle homes. This work encourages a healthy housing pipeline that serves all residents, increases the investment realized in Middlebury, and compounds our work as an equitable developer.

A male applicant called to apply for housing. He disclosed that he had made some bad choices when he was younger but had learned many lessons and was looking for a second chance. While his background check revealed activity that he did not disclose on this application that would have barred him from many other housing options, we entered a conversation with him to better understand the details of the report. We came to learn that many of the crimes were not committed by him, but by a person with a similar name. Once we discovered what happened, he was able to rent the unit with us and has been a terrific tenant.

61 | **48**
HOMES | MONTHS

RESIDENT SERVICES

Through this newly developed department, we're providing holistic services that encourage resident stability. We believe deeper connectivity between program areas will foster increased social cohesion and economic mobility within our community. We are also working to embed mental health into many of our programs as we see this as a building block of stability.



Our career development cohort had a participant who was virtually homeless, receiving temporary disability, and struggling emotionally. Through the program she was able to obtain a job offer from Summa Health and secure stable housing in the Middlebury neighborhood. She is now approaching her 6-month work anniversary, attributing her success to the program.

MIDDLEBURY WORKFORCE COALITION

The Middlebury Workforce Coalition gained momentum in 2021 by reducing barriers to economic opportunity for local residents! We've built capacity, expanded partnerships, and increased our effectiveness at connecting community members to stable careers.

- Increased the number of career development cohorts from 1 to 5 in collaboration with Workforce Coalition partners, enrolling 27 participants
- 70% of participants graduated from the program and over 72% were employed, promoted, or pursued education
- Integrated mental and emotional wellness into our cohorts, connecting more than 14% of our participants to mental health resources
- Hired a full-time Workforce Manager

- Held the first Women in Sustainable Employment (WISE) Pathways program in the State of Ohio in collaboration with ConxusNEO
- Entered into partnership with the City of Akron and Summit County Public Health to enroll mothers from their Full-Term First Birthday and Healthy Moms, Healthy Babies initiatives into cohorts. We received a grant from the City of Akron through their work with the National League of Cities as one of eight cities piloting solutions to economic mobility
- Participated in RAISE Good Jobs for Greater Akron and ConxusNEO's Industry Sector Partnership collaboratives to encourage a strong workforce ecosystem

PARTNERSHIPS

AMHA, Akron Public Library, Akron Urban League, ConxusNEO, City of Akron, HER Beautiful Mind, Healing Hearts, Jump On Board for Success (JOBS), Mason CLC, Middlebury Academy, Minority Behavioral Health Group, Neighborhood Network (a program for Habitat for Humanity), Ohio Guidestone, Ohio Means Jobs, Project Learn, Opportunities for Ohioans with Disabilities, Summa Health, Summit County Public Health, Stark State, SYLC Consulting, Wild Peaceful & Free, United Way Financial Empowerment Center

LOOKING FORWARD TO 2022

We've created a few lofty goals for ourselves, including holding twelve cohorts and graduating 100 people from the program. We look forward to enhancing our partnership with Summa Health to support at least four cohorts that connect residents to careers while building partnerships with other employers that offer opportunity. Lastly, Coalition partners will create a multi-year strategic plan that expands our collective ability to reduce barriers, such as childcare and mental health.

70%

GRADUATED

72%

EMPLOYED
PROMOTED
PURSUED EDUCATION





AKRON HOPE

Our Akron Hope program has persevered despite continual challenges by way of COVID-19. While we were not able to return to full programming in 2021, we continued to build relationships with students, families, and teachers year-round!

A parent that Akron Hope served during our Holidays of Hope outreach communicated her gratefulness for our dedication to Mason CLC. She appreciates the family-centered programming and how Classroom Tutoring has impacted her daughter's academics, confidence, and social skills. She had the choice to receive Holiday support from another organization but selected Akron Hope because of the intentional, year-round engagement provided by our program.

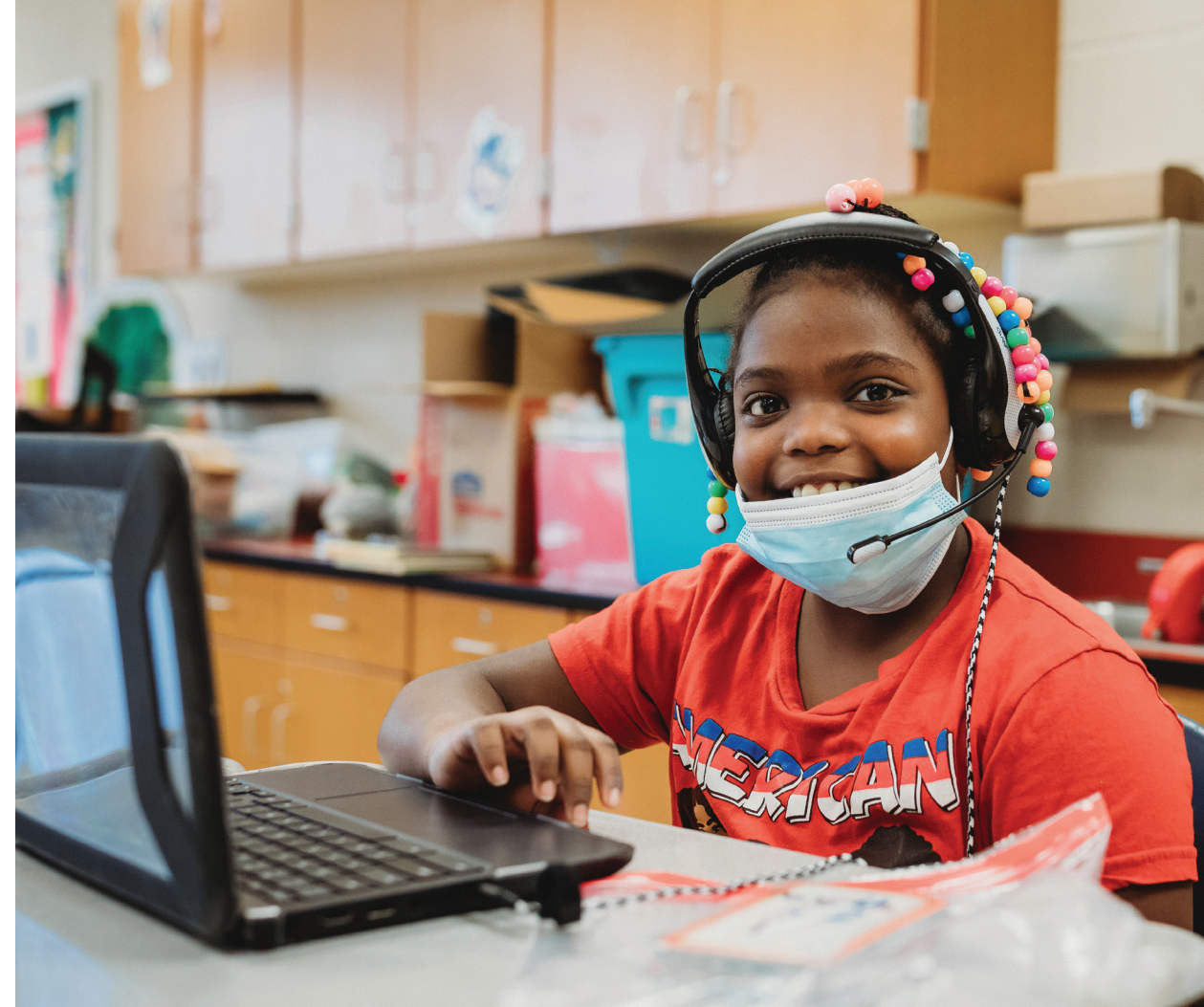
- Served 720+ community members
- Virtually tutored 69 third and fourth grade students at Mason CLC and Helen Arnold CLC. During the first semester of the 21-22 school year, Mason 4th grade students demonstrated the third highest growth in reading and second highest growth in math in the district
- Elevated our Community Engagement Coordinator position from part-time to full-time
- 2,067 volunteer hours
- Increased access to resources within the schools by holding 13 Community Connection drive-thru events and keeping the resource closet full all year
- Launched a Student Engagement Cohort program with 16 students to increase volunteerism, community involvement, and democratic decision-making within the student body
- Provided 600+ gifts to two schools and adopted 22 families during Holidays of Hope

PARTNERSHIPS

Mason CLC, Helen Arnold CLC, Citizens Akron, Bright Star Books, CESO, Energy Harbor, United Way of Summit and Media Counties

LOOKING FORWARD TO 2022

With the creation of our Resident Services department, we see a tremendous opportunity to build greater momentum in connecting local families to our housing and career development programs, our coffee shop, and other community resources that support long-term stability. We'll take intentional time in 2022 to ensure that we are making the greatest impact possible in one our most valuable community resources- the local elementary school.



SERVED
720+

COMMUNITY MEMBERS THROUGH
VIRTUAL TUTORING

DRIVE-THRU
COMMUNITY
CONNECTION
EVENTS

HOLIDAY PROGRAMS

OPPORTUNITIES FOR
STUDENT CIVIC
ENGAGEMENT



AKRON FOOD WORKS

In 2021, we continued to cultivate Akron's first large-scale shared-use kitchen and incubator. This social enterprise is devoted to local entrepreneurs where we not only provide a commercially licensed facility to launch a food business, but also provide the tools needed to take manageable step to grow a food business.

- Invited 17 new food entrepreneurs into the shared-use kitchen
- Logged over 2,400 hours of kitchen usage from food entrepreneurs
- 65% of kitchen members were Female Business Enterprises (FBE)
- 59% of kitchen members were Minority Business Enterprises (MBE)
- 48% of our local food entrepreneurs were from the City of Akron
- Launched our Ghost Kitchen Initiative by providing International Jerk a food service area in our 647 E. Market St. building

PARTNERSHIPS

Akron Business Development, Akron Public Schools x College & Career Academies, BOUNCE Innovation Hub, Hudson Kitchen Food Business Bootcamp, Hospitality Sales & Marketing, North Akron CDC x NoHi Pop-Up, Summit Food Coalition, Summit Food Solutions

LOOKING FORWARD TO 2022

Akron Food Works next chapter will be in partnership with North Akron CDC x NoHi Pop-Up, joining forces in support of local food businesses in their most vulnerable state, start-up. The collaboration will effectively grow local food businesses into a financial position where they are eligible for major investment, ultimately creating a regional economic impact.

17 NEW FOOD
ENTREPRENEURS
IN SHARED-USE KITCHEN





COMPASS

Compass achieved its most profitable year amid the challenges of an ongoing pandemic with the support of Investing in Ohio's Future business grant. As the largest coffee shop in the Greater Akron area, we continue to invite local business professionals, students and residents alike into the mission and vision of The Well CDC fulfilling our motto "Nonprofit coffee tastes better."

- 20,582 items sold utilizing house-made products and local small businesses
- Increased average gross sales from \$6.18 to \$6.49
- 13,110 total transactions
- Secured a \$20,000 Food & Beverage Establishment Grant by way of the Ohio Development Department
- Elizabeth's Bookshop & Writing Centre (of the Loveland Group), founded by Rachel Cargle, celebrated its one-year anniversary continuing to amplify and celebrate marginalized voice through literature and composition

PARTNERSHIPS

Small business partnerships include Allegheny Coffee & Tea Exchange, DeLiberato's Bakery, Donna's Pretzel's Creation, Entrée by Fino, Hartzler's Dairy Summit Croissants, Yadda Yadda Coffee

LOOKING FORWARD TO 2022

Located in the heart of Middlebury, Compass is a destination for the community. Compass serves locally roasted espresso and coffee from Yada Yada, house-made syrups, and freshly made sandwiches. Stay tuned for collaborations with Akron Food Works kitchen members - you never know what will "pop up!"

20,582 ITEMS SOLD



COMMUNITY TOOL LIBRARY

As we increase the number of families moving into quality rental units, we are intentional about building our communities capacity and confidence for long-term homeownership. We look forward to growing the number of users by increasing community awareness of the assets and opportunities that are available.

- Increased membership from 13 to 43 members
- Provided tools for 7 community events in the Akron community. Akron Parks Collaborative utilized tools for the Kerr Park Playground Build with Kaboom, Urban Forrest tree planting with Summit Lake Build Corps. and City of Akron, Diamond Crystal Ballfields tree planting, Lane Field tree planting with Cleveland Clinic.
- Tools supported a Monarch Butterfly Garden with Mason CLC and hoop house construction with Living City Farms.

13-43 INCREASED MEMBERSHIP

PARTNERSHIPS

Hilscher-Clarke Electrical, Lowe's

LOOKING FORWARD TO 2022

In 2022 we plan to offer a variety of new classes that will help participants gain confidence and experience in using tools. These classes will be useful whether a participant owns or rents their home and will provide skills that are transferable to more complex projects. Additionally, we'll connect our Community Tool Library to our Akron Hope program through a project with Mason CLC students. Lastly, we will utilize this program to meet the needs of new homeowners or those who are on the path towards home ownership.



COMMERCIAL RE-DEVELOPMENT



647 E. MARKET STREET



The 647 E Market St. facility continued to serve as intersection of Restoring Housing, Creating Economy and Supporting Place, creating a well in the Middlebury neighborhood and destination marketplace for those in the Greater Akron community.



- Maintained 86% occupancy rate throughout 2022
- Invested over \$90,000 into capital projects that preserve this historic Middlebury landmark, including a complete parking lot resurfacing and roof replacement
- Engaged 6 local gardeners in our community garden plots

PARTNERSHIPS

Citizens Akron Church, Elizabeth's Bookshop & Writing Center, H2O Church, Healing Hearts Counseling Center, The Business Doctor

LOOKING FORWARD TO 2022

Transitioning into 2022, it is our greatest opportunity beyond COVID-19 to invite the Akron community back into our facility for a wide variety of activations ranging from neighborhood mixers to drive-in movies. Additionally, we will continue to pursue funding to restore the historic characteristics of this landmark structure.

INVESTED
\$90,000
 INTO CAPITAL PROJECTS
 TO PRESERVE THIS
 HISTORIC
 MIDDLEBURY
 LANDMARK



HOUSING AND WORKFORCE DEVELOPMENT HUB



In 2021, 221 Beaver St. was transformed into the Housing and Workforce Development Hub by increasing program connection and intentionally leasing to like-minded, local nonprofits that compound our efforts for upward mobility and wellness.

- Rented space to 3 non-profits: Career Development and Placement Strategies (workforce development), Healing Hearts (mental health), and Working in Progress (youth empowerment)
- Built out a classroom and childcare room for the Middlebury Workforce Coalition career development cohorts
- Activated the Community Tool Library to become a full-out lending library for tools in a permanent location

LOOKING FORWARD TO 2022

As the halls of 221 Beaver St. continue to grow with life, we are excited to better the facility both culturally and physically. Our greatest opportunities will include increasing occupancy, strategically expanding programming, and outlining future capital projects to create a safe place for our neighbors to explore affordable housing options, wellness solutions, immersive learning opportunities, and career development.





FACTORY 816



The historic landmark located at 816 East Market Street in the heart of a Great Streets Akron district and Opportunity Zone is quickly building momentum towards what will be Factory 816.

Residents and local stakeholders identified a development principle, Exploring Opportunities for Entrepreneurship and Reuse, calling for the adaptive reuse of old, blighted structures to give new life to the neighborhood and create new business. With the exponential growth of Akron Food Works and the Middlebury Workforce Coalition, staff began to explore a build-out to meet the needs of kitchen members and under-employed/unemployed adults in the Middlebury neighborhood and beyond.

Factory 816 will be the catalyst for a collaborative movement of community partners, local employers, and mental health services removing barriers to create viability for small food businesses and living wage careers.



913-917 E. MARKET STREET



A historic mixed-use building located in the heart of Middlebury that includes seven renovated apartments and three commercial store fronts. In 2022, Yvette Fuqua, owner of A Quick Fix Foods will open a retail location for her food-based business in one of the storefronts. There will be menu staples and featured meals that customers can walk-in or order online. She is excited to bring a local food business to the Middlebury community!



TRAINING AND ACCOMPLISHMENTS

Our entire staff participated in multiple training and development programs including:

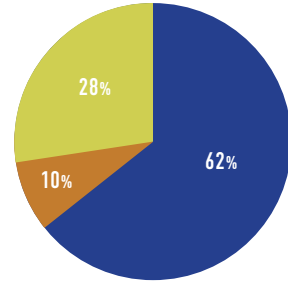
- **DEI Training, provided by Heart to Heart**
Diversity, equity and inclusion facilitator Charmaine Rice led our staff in three sessions of guided activities and discussion to explore our organizational identity, goals and the beginning of our first diversity statement
- **Youth Mental Health, provided by Red Oak Behavioral Health**

Several members of our staff and board of directors were celebrated for the following honors:

- **Zac Kohl, Executive Director, completed Leadership Akron Signature Program, Class 37.**
- **Curtis Minter, Jr., Operations Director, completed his two-year term as President of Akron Urban League Young Professionals and was awarded 30 for the Future by the Greater Akron Chamber**
- **Rachel Bridenstine, Board of Directors, was awarded the Economic Development Professional of the Year by the Ohio Economic Development Institute Development Institute**

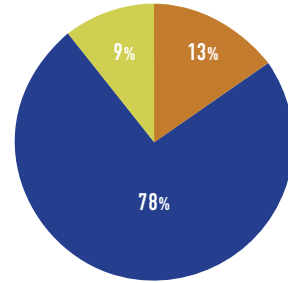


FINANCIALS



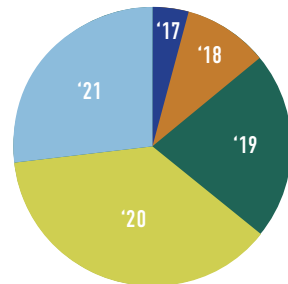
2021 REVENUE

Restricted Contributions	\$1,703,872.00
Unrestricted Contributions	\$283,387.00
Program Revenue	\$771,523.00
Total Revenue	\$2,758,782.00



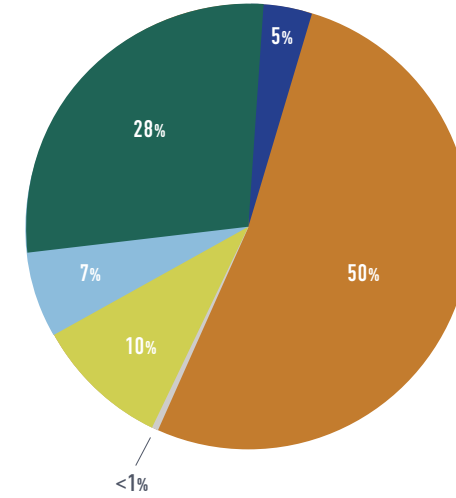
2021 EXPENSES

Operating	\$180,766.00
Program	\$1,048,673.00
Fundraising	\$126,273.00
Total Expenses	\$1,355,712.00



CAPITAL INVESTMENTS IN PROPERTIES

2017	\$110,921.99
2018	\$384,846.46
2019	\$1,062,223.18
2020	\$1,537,503.13
2021	\$1,071,368.10
Total Investment	\$4,166,862.86

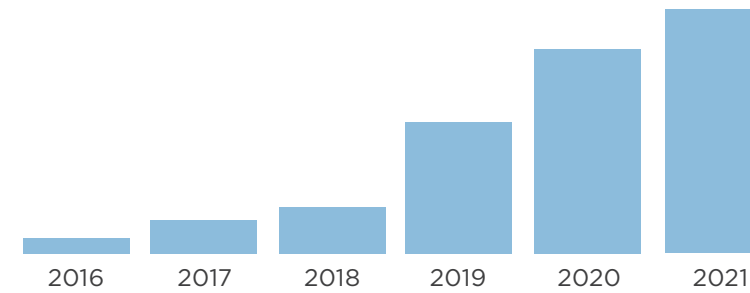


2021 MAJOR FUNDING SOURCES

Individuals	\$142,217.28
Foundations	\$1,379,200.00
Fundraising Events	\$5,773.56
Government	\$264,604.14
Corporations	\$195,464.22
Earned Revenue	\$771,523.00
Total Revenue	\$2,758,782.20

YEAR OVER YEAR ASSET GROWTH

2016	\$522,474.94
2017	\$870,755.35
2018	\$1,113,367.84
2019	\$3,168,335.00
2020	\$4,467,985.00
2021	\$6,482,884.00



FUNDERS Foundations, Corporations, and Churches

AOH Foundation
 Akron Community Foundation
 Berlin Family Foundation
 Betty V. and John M. Jacobson Foundation
 Burton D. Morgan Foundation
 Ceso, Inc.
 Charles E. & Mabel M. Ritchie Memorial Foundation
 Citizen's Akron
 ConxusNEO
 Dominion Energy Charitable Foundation
 DRK Foundation
 DWA Recreation, Inc.
 Energy Harbor Corporation
 Finance Fund
 GAR Foundation
 Gertrude F. Orr Trust Advised Fund
 GPD Group Employees Foundation Inc.
 Grainger
 Hahn Loeser & Parks LLP
 Harry K. and Emma R. Fox Charitable Foundation
 Helen F. & Louis Stolier Family Foundation
 KeyBank Foundation
 Knight Foundation
 Lehner Family Foundation
 Lisle M. Buckingham Endowment Fund
 Lloyd L. & Louise K. Smith Foundation
 Marathon Petroleum Company
 Maynard Family Foundation
 Millennium Fund for Children
 Patricia and J Harvey Graves Family Foundation
 PNC Bank
 RDL Architects
 Rizzi Distributors Inc.
 Robert W. Baird and Co. Inc.
 Roetzel & Andress
 Sikich LLP
 Synergy International Limited Inc
 Synthomer Foundation
 The Glenn R. and Alice V. Boggess Memorial Foundation
 The Goodyear Tire & Rubber Company

The Henry V. and Frances W. Christenson Charitable Foundation
 The Home Depot
 The Huntington Akron Foundation
 The Mary S. and David C. Corbin Foundation
 The R.C. and Katherine M. Musson Charitable Foundation
 The Sisler McFawn Foundation
 Summa Health Systems
 The Welty Family Foundation
 Timken Co. Charitable and Education Fund
 U.S. Bank Foundation
 United Way of Summit and Medina County
 Verizon
 W. Paul Mills and Thora J. Mills Memorial Foundation
 Western Reserve Community Fund
 Western Reserve Grace Church
 Women's Endowment Fund

Government

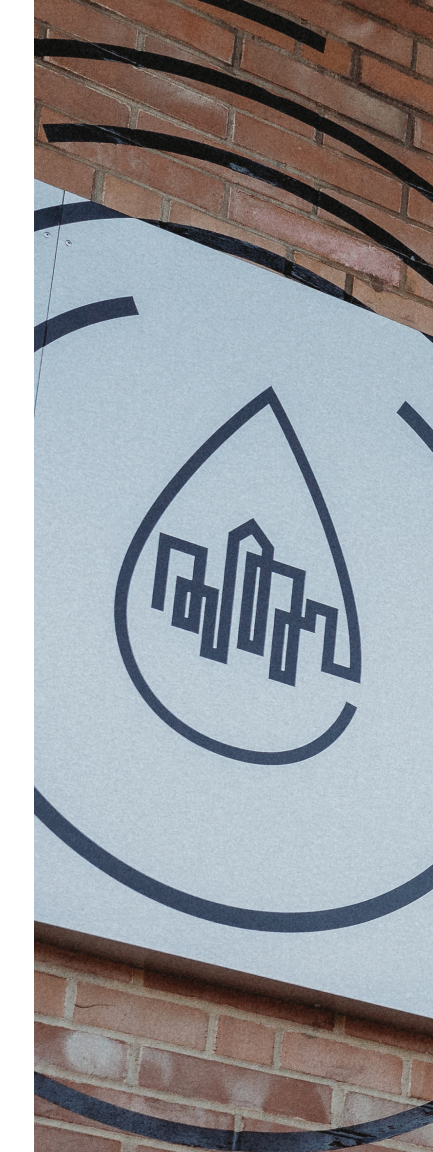
City of Akron
 County of Summit
 Summit County Landbank

Key Volunteers

Kim Anders
 Jackie Cunningham
 Dale Gilbert
 Dave Griffing
 Morgan Heavilin
 Karlie Keys
 Brooke Kelley
 Sandy Kline
 Kathy Kohl
 Kody Meade
 Nancy McDowell
 Kristina O'Connor
 Dan Ocepek
 Janet Pera
 Mick Pera
 Sally Schafer
 Gabby Taylor
 Don Treap
 Megan Vermillion
 Steph Zende

Individual Contributions above \$1,000

Scott and Charlene Altman
 Gary & Margaret Anderson
 Reuben and Heidi Auck
 Bruce Blackie
 Ann Amer Brennan
 Rob and Alyssa Briggs
 Clayton Burks
 Tracy Carter
 Matthew and Amy Dawley
 Rich and Jackie Deger
 Jim and Ann Durr
 Mary Filipic
 Dale Gilbert
 AJ & Michelle Hill
 Richard and Laurie Hillebrand
 Tim and Pam Knight
 Doug and Kathy Kohl
 Zac and Beth Kohl
 Sue Lacy and Katie Fry
 David and Linda Maynard
 John Mitchell
 Keith and Kathryn Morgenstern
 Dan and Connie Ocepek
 Scott and Joan Oldham
 John Reyes
 Charles and Jackie Ridley
 Mark and Katie Smucker
 Steve Johnson and Laurie Zuckerman
 Dianne Powers Wright



BOARD OF DIRECTORS



Ann Durr
Chairperson



Doug Kohl
Secretary



AJ Hill
Treasurer



Zac Kohl
Executive Director



Rachel Bridenstine



Tracy Carter



Stephanie Khurana



KT Hampton



Angela Harper



Dameon Jackson



Sue Lacy



David Maynard



Nate Ollish



Dan Roberson



James Talbert

STAFF MEMBERS

Zachary Kohl
Executive Director

Curtis Minter, Jr.
Operations Director

Kelly McHood
Impact Director

Reuben Auck
Housing Manager

Brenda Colter
Workforce Manager

Joyce Fox
Property Manager

Jen Meade
Akron Hope Manager

Nick Simonetti
Kitchen Manager

Kelly Ashley
*QuickBooks & Data
Entry Coordinator*

Jeremy Clarke
Compass Coordinator

Chris Norris
Housing Coordinator

Rob Moore
Housing Coordinator

Olivia Noland
*Fund Development
Coordinator*

Aaron Uhl
Housing Coordinator

Sarah Wycuff
Compass Coordinator

Paige Doyle
Compass Barista

Madeline Leong
Compass Barista

Gwen Adams
Custodian

Ken Evans
AmeriCorps VISTA

Arell Tee
AmeriCorps VISTA





THE **WELL** CDC
RESTORING CREATING SUPPORTING

647 E. Market St.
Akron, OH 44304